

SECTION VI

INFRASTRUCTURE

U.S. Army Defense Travel System–Limited (DTS-L)

Description	<p>As part of the Travel Reengineering initiatives, the Department of Defense (DoD) Project Management Office for Defense Travel System (PMO-DTS) completed an evaluation of the Defense Travel System-Limited (DTS-L) software in February 2000 and accepted the software for deployment to interested DoD sites. About 313 Army sites will receive this software starting in May 2000. The DTS-L is an automated process for preparing travel orders and uses static databases for airline flights and per diem tables, which may be updated monthly, to assist in developing cost estimates. The traveler uses the DTS-L to prepare their own trip orders, travel profile, and itinerary planning that meet their individual needs. In addition, it allows the traveler to estimate if hotel costs fall within per diem and payment options of travel vouchers. The DTS-L operates in a stand-alone or Intranet environment. While the DTS-L has no external links, it does allow for electronic routing that helps reduce man-hours required to manually process temporary duty (TDY) orders.</p>
Office of Primary Responsibility and Program Manager	<p>The Defense Travel System-Limited office and responsible managers are:</p> <p>U.S. Headquarters <u>Program Manager</u> Barbara Jefferson</p> <p>DSN: 332-1954 Comm: (703) 602-1954 Fax: (703) 602-1979 E-mail: jefferson@hqda.army.mil</p>
Goal(s) or Objectives	<p>Expectations for the DTS-L initiative are that it will alleviate some of the problems travelers encounter with the government charge card billings, especially on long TDY tours.</p>
Initiative Results	<p>The DTS-L initiative is proving to be a valuable tool in preparing activities for fielding of the full DTS program. Savings will occur within activities using the DTS-L by allowing travelers the ability to transfer their DTS-L profiles into the DTS and reducing the labor-intensive work of setting up its hierarchy and checkbooks. Users of DTS-L will also be familiar with the screens and processes of the DTS, thereby reducing the training and start-up time associated with the DTS fielding.</p>

U.S. Army Financial Operations Conference

Description	The Office of the Deputy Assistant Secretary (Financial Operations) is conducting annual Financial Operations Conferences to ensure that Army financial information is available to all interested Army personnel. The FY 2000 conference covered “Financial Management in the 21 st Century”. The conference offered 22 different workshops and was attended by approximately 360 personnel from the Army and the Defense Finance and Accounting Service (DFAS) resource management community.
Office of Primary Responsibility and Program Manager	<p>The Financial Operations Conference responsible managers are:</p> <p>U.S. Army Headquarters <u>Program Manager</u> Lee Ann Upshur-Brown</p> <p>DSN: 227-2687 Comm: (703) 697-2687 Fax: (703) 695-2028 E-mail: upshule@hqda.army.mil</p>
Goal(s) or Objectives	The Financial Operations Conference ensures that Army financial information is available to all interested Army personnel.
Initiative Results	<p>Subject areas for the Financial Operations Conference included the Defense Joint Accounting System (DJAS), Single Stock Fund, Contract Reconciliation, Public Key Infrastructure, Standard Procurement System, Career Management, Problem Disbursements, Army Knowledge On-Line, Fiscal Law, and the Stored Value Card Program.</p> <p>Additionally, the Conference held four intensive training sessions covering:</p> <ul style="list-style-type: none"> • The Defense Travel System-Army • Bank of America’s Army Travel Card Program Training Symposium • Management Reform Memorandum #15 • Customer Automation and Reporting Environment (C.A.R.E.).

U.S. Army Internal Review Program

Description The Army's Internal Review Program is a worldwide community of professionals meeting the changing needs of the Army by providing the most responsive, timely, and flexible internal audit and related advisory services to Army commanders. The Internal Review Program offices prepare annual audit plans to ensure that audit resources are used in the most effective way possible. These annual audit plans are flexible and dynamic, giving Army commanders the resources they need to be responsible stewards of the Army's resources.

**Office of
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**Goal(s) or
Objectives** The Internal Review Program's mission is to provide professional internal audit services that deliver pertinent, timely, and reliable information and advice to Army leaders in areas such as:

- Risk evaluations
- Management control assessments
- Quality, economy, and efficiency improvements
- Increasing stewardship awareness.

**Initiative
Results** The internal review offices are proactive within the Army and provide a wide variety of services to the commander including quick response to formal audits, consulting services, liaison services, and audit follow-up. Internal review efforts enhance the effectiveness of Army operations, and ensures that Army commanders maintain constant oversight and effective and efficient stewardship of Army resources.

U.S. Army Obligation Adjustment Matrix

Description	<p>The Defense Finance and Accounting Service-Indianapolis (DFAS-IN) Center and the Deputy Assistant Secretary of the Army (Financial Operations) (DASA(FO)) partnered and developed the Obligation Adjustment Matrix. The matrix defines the conditions under which DFAS personnel and Army accounting activities will post or adjust obligations. The authority to post an obligation is based upon the existence of documentary evidence. Effective July 1, 2000, the Obligation Adjustment Matrix became a standard business practice, Army-wide. Exceptions to the policy must be requested and approved by the DASA(FO). This initiative has assisted in reducing problem disbursements.</p>
Office of Primary Responsibility and Program Manager	<p>The Obligation Adjustment Matrix initiative responsible managers are:</p> <p>U.S. Army Headquarters <u>Program Manager</u> Lee Ann Upshur-Brown</p> <p>DSN: 227-2687 Comm: (703) 697-2687 Fax: (703) 695-2028 E-mail: upshule@hqda.army.mil</p>
Goal(s) or Objectives	<p>This initiative will provide a positive impact on the DFAS's and the Army's ability to meet the DoD's goal to reduce problem disbursements by 75 percent. Also, this initiative has assisted in reducing the number of problem disbursements. The initiative is similar to "Housekeeping". The Army can reduce small dollar value transactions more timely and efficiently.</p>
Initiative Results	<p>The results of the tracked NULOs using the threshold defined on the Obligation Authority Matrix have been positive. The DFAS-IN and the DASA(FO) partnered and conducted an obligation matrix prototype that began in November 1999. As of September 2000, 13,211 transactions in the amount of \$75 million have been cleared. The Army and the DFAS view the development of the matrix as both an improvement to current business practices and as a method to eliminate potential disbursements.</p>

U.S. Army Single Stock Fund (SSF)

Description The Single Stock Fund (SSF) is the Headquarters, Department of the Army (HQDA) initiative designed to reengineer inventory management functions and financial processes throughout the Army. The focus of the SSF reengineering effort is the Supply and Management-Army (SMA) account, which is part of the Army Working Capital Fund (AWCF). The SMA is divided into a wholesale stock fund and a supporting retail stock fund. While both of these funds allow stockage of items in anticipation of requirements, each has a unique purpose.

The Army Materiel Command (AMC) is the largest provider and manages the wholesale stock fund in support of its stock, store, and issue mission for Major Army Commands (MACOMs). The MACOMs in return, manage retail stock funds in order to meet installation and field unit demands. Although the separation of a wholesale and retail system has served the Army well for many years, changes in force structure and technology have significantly increased the need for speed and agility in the logistics arena.

**Office of
Primary
Responsibility
and Program
Manager**

The Single Stock Fund initiative responsible managers are:

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Goal(s) or Objectives	The goals of the SSF initiative are to eliminate redundant inventories, reduce capital investment in the inventory pipeline, redistribute excess to offset procurements, reduce material distribution costs, eliminate duplicate supply and financial management processes, manage GS/RX repairs based on the total need of the Army, and reduce staffing and workloads.
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Initiative Results	The SSF effort has progressed rapidly during FY 2000. The SSF Demonstration at Ft. Sill, Ft. Lewis, and Redstone Arsenal was completed July 31, 2000. Numerous problem reports (PR) were generated during the Demonstration and all of those PRs rated critical and high were corrected and fielded by October 2000. The initial Army-wide fielding of SSF is scheduled to commence November 1, 2000 with complete fielding scheduled for April 30, 2001.
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U.S. Navy DoN Assessment of Real Property

Description	The Navy Facilities Assets Database (NFADB) DoN Assessment of Real Property initiative will examine the feasibility of modifying or enhancing the NFADB, which is used by the DoN for facility management. The assessment will determine whether the system can be cost effectively modified to provide the information requirements of the Federal Accounting Standards Advisory Board (FASAB) guidelines or whether to replace it with another system or application as the single DoN repository for real property.
Office of Primary Responsibility and Program Manager	<p>The DoN Assessment of Real Property office of primary responsibility and responsible manager are:</p> <p>Department of the Navy Organization Management and Infrastructure Team <u>Team Leader/Program Manager</u> Dr. Get Moyi, Director for Base Development (Naval Facilities Engineering Command) Joe Martin</p> <p>DSN: 325-9176 Comm: (202) 685-9176 Fax: (202) 685-1598 E-mail: martinjp@hq.navy.mil</p>
Goal(s) or Objectives	<p>The goal of the DoN Assessment of Real Property initiative is:</p> <ul style="list-style-type: none"> • Become compliant with regulations • Ensure data accuracy assertions (existence, completeness, valuation) • Validate internal management controls.
Initiative Results	The FY 1999 efforts focused primarily on the accuracy of data (existence, completeness, and valuation) and identification of system modifications necessary to bring the FIPS-NFADB module into compliance with Federal accounting standards. Contractor support was provided to statistically sample various properties to attain a reasonable estimate of value for financial reporting purposes. The sample was in accordance with audit quality statistical sampling procedures. The team also identified the necessary modifications to calculate depreciation, analyzed Heritage Asset reporting requirements, and internal controls necessary to sustain accurate financial reporting over the long term.

The team plans to complete these actions in FY 2001. In addition, the team will work with the Defense Finance and Accounting Service (DFAS) to develop an electronic interface with the Standard Accounting and Reporting System (STARS) during FY 2000.

**Milestones
and Target
Dates**

Following are milestones and target dates for the DoN Assessment of Real Property initiative:

Milestones	Begin Date	End Date
Develop Internal Controls	May 99	Jun 00
Develop Depreciation Model	Sep 99	Jun 00
Develop Automated Link between the NFADB and the STARS	Mar 00	Sep 00

**Resource
Requirements**

Following are the estimated combined resource requirements for the DoN Assessment of Real Property initiative through FY 2004. The resource requirements are given in millions:

FY 00	FY 01	FY 02	FY 03	FY 04	Cumulative
\$.85	\$.71	\$.72	\$.73	\$ 0	\$ 3.0

Following are estimated combined resource requirements for the DoN Assessment of Real Property initiative through FY 2004. Staffing requirements are the number of full time equivalents including in-house and contractor staff.

	FY 00	FY 01	FY 02	FY 03	FY 04
Total	12	11	11	11	0
In-house	8	7	7	7	0
Contractor	4	4	4	4	0

U.S. Navy

DoN General Property, Plant, and Equipment Accountability Project

Description	The DoN General Property, Plant, and Equipment (PP&E) Accountability Project initiative will consolidate for accountability and financial accounting and reporting purposes, the General PP&E personal property used or maintained by the Navy and Marine Corps Non-Working Capital Fund Activities. This initiative will implement the Defense Property Accountability System (DPAS).
Office of Primary Responsibility and Program Manager	<p>The DoN General PP&E Accountability Project office of primary responsibility and responsible manager are:</p> <p>Department of the Navy Organization Management and Infrastructure Team <u>Navy: Team Leader/Program Manager</u> RADM David Keller (Office of the Chief of Naval Operations) CDR Patricia Van Belle</p> <p>DSN: 664-9944 Comm: (703) 604-9944 Fax: (703) 601-2096 E-mail: vanbelle.patricia@hq.navy.mil</p> <p><u>Marine Corps: Team Leader/Program Manager</u> Paul Hubbell (Headquarters Marine Corps) Joe Jeu</p> <p>DSN: 225-7037 Comm: (703) 695-6980 Fax: (703) 695-7453 E-mail: jeuJH@hqmc.usmc.mil</p>
Goal(s) or Objectives	The goal of the DoN General PP&E Accountability Project initiative is to implement DPAS as the standard property system DoN-wide.
Initiative Results	The initiative, when fully executed, will ensure DoN compliance with the CFO Act and the FFMIA in the area of personal property accountability management and financial reporting. Additionally, it will substantially improve the DoN's ability to manage its personal property assets. The DPAS, a single standard CFO compliant property system, will replace over a thousand unique, non-CFO compliant systems at DoN activities while providing total asset visibility within the DoN.

The DoN's DPAS implementation strategy incorporates lesson learned from past DPAS implementations and has a strong customer focus. To help sites through this challenging transition to a new property system, every site receives one-on-one site contractor support to ensure major milestones are met such as completion of wall-to-wall inventories prior to data conversion to ensure data integrity. Both the Navy and the Marine Corps have established DPAS users supported web sites for their respective installations. In addition, the Navy sites have access to a Navy operated 24 hour DPAS Help Desk.

To ensure users are using the DPAS in accordance with the most recent changes in law and federal regulations, the Navy DPAS Implementation Project Office and the Marine Corps are collaborating on the creation of a DoN DPAS Users Guide and the development of a new DoN Personal Property Policies and Procedures Manual which will be deployed to provide practical and detailed information for recording and managing all types of personal property and the associated transactions. These DoN initiatives, plus an emphasis on leadership, change management, business process reengineering, training, and management controls, together will ensure program success and long-range sustainability to the DPAS within the DoN.

Milestones and Target Dates

Following are milestones and target dates for the DoN General Property, Plant and Equipment Accountability Project initiative:

Milestones	Begin Date	End Date
Establish USMC DPAS website and expand to include most current policy information	Feb 99	On-going
Deploy a Navy contractor team to each activity prior to the DPAS Team visit to provide an implementation overview and to ensure major milestones will be achieved prior to conversion (e.g. wall-to-wall inventories and OPLOC reconciliation completed)	Dec 99	Ongoing
Establish Navy DPAS website and expand to include most current policy information	Jan 00	On-going
Develop draft DoN Policy for personal property	Oct 99	Jan 00
Implement DPAS within USMC (non-working capital sites)	Feb 99	Mar 00
Develop Navy specific training on policies and procedures and integrate with DPAS training	Mar 00	May 00
Implement DPAS at approximately 150 non-working capital sites to capture 95 percent of General Fund capital asset inventory on DPAS	Jan 00	Sep 00
Develop draft DoN DPAS User Guide	Jan 00	Sep 00

Milestones	Begin Date	End Date
Develop draft DoN procedures for personal property management and integrate with Navy policies into one consolidated document	Jan 00	Sep 00
Develop Management Controls for Personal Property	Jun 00	Sep 00
Brief ASN (RDA) and acquisition community on DPAS and develop a plan to implement DPAS to capture Government Furnished Equipment (GFE)	Jul 00	Sep 00
Develop FY 01 Implementation schedule that captures all remaining General Fund sites with Capital Assets and GFE	Jul 00	Sep 00

Resource Requirements Following are the estimated combined resource requirements for the DoN General Property, Plant, and Equipment Accountability Project initiative through FY 2004. The resource requirements are given in millions:

FY 00	FY 01	FY 02	FY 03	FY 04	Cumulative
\$8.7	\$9.0	\$8.4	\$8.3	\$1.1	\$35.5

Following are estimated combined resource requirements for the DoN General Property, Plant, and Equipment Accountability Project initiative through FY 2004. Staffing requirements are the number of full time equivalents including in-house and contractor staff.

	FY 00	FY 01	FY 02	FY 03	FY 04
Total	32	26	26	20	12
In-house	2	2	2	2	2
Contractor	30	24	24	18	10

U.S. Navy

DoN Assessment of National Defense Property, Plant, and Equipment (PP&E)

Description The DoN Assessment of National Defense Property, Plant, and Equipment (PP&E) initiative will examine the feasibility of creating a summary-level database populated from the National Defense PP&E to serve as a central information repository for financial statements. The summary-level database provides a means to consolidate and maintain data requirements without incurring the significant cost and disruption that current system modification might cause.

Office of Primary Responsibility and Program Manager The DoN Assessment of National Defense PP&E office of primary responsibility and responsible managers are:

Department of the Navy Organization Management and Infrastructure Team
Team Leader/Program Manager
 Mike Hammes, Deputy ASN (Research, Development, & Acquisition)
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Goal(s) or Objectives The goal of the DoN Assessment of National Defense PP&E initiative is to assess the systems in use throughout the DoN that report National PP&E assets. Systems will be reviewed for accuracy and reliability of data and compliance with laws, regulations, and Federal accounting standards.

Initiative Results During FY 1999, the working group identified 17 non-financial feeder systems used to manage and report National Defense PP&E assets. A systems review was initiated to evaluate accuracy, completeness, and compliance with laws and regulations and was completed in March 2000. The team is considering alternatives to reduce or consolidate the number of systems, and is reviewing business processes and internal controls.

Milestones and Target Dates Following are milestones and target dates for the DoN Assessment of PP&E initiative:

Milestones	Begin Date	End Date
Analyze and Match System Data Elements and Data Flow to Requirements	Nov 98	Sep 99

Milestones	Begin Date	End Date
Analyze and Determine Data Elements for Compliance Requirements	Jan 99	Sep 99
Define National Defense PP&E Compliance Requirements	Jan 98	Dec 99
Identify Data Elements for Summary Level Database populated from PP&E Systems	Mar 99	TBD
Identify Costs for Database	TBD	TBD
Determine Viability of Database and Establish Milestones or Alternate Course of Action	TBD	TBD
Completion of Study	TBD	TBD

Resource Requirements Following are the estimated combined resource requirements for the DoN Assessment of National Defense PP&E initiative through FY 2004. The resource requirements are given in millions:

FY 00	FY 01	FY 02	FY 03	FY 04	Cumulative
\$.35	\$5.2	\$1.33	\$3.45	\$.85	\$11.18

U.S. Navy DoN Assessment of Heritage Assets

Description The DoN Assessment of Heritage Assets initiative will review current guidance, directives, business processes, and information systems employed by the DoD to ensure full accountability and visibility of heritage assets.

**Office of
Primary
Responsibility
and Program
Manager** The DoN Assessment of Heritage Assets responsible managers are:

Department of the Navy Organization Management and Infrastructure Team
Team Leader/Program Manager
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**Goal(s) or
Objectives** The goals of the Assessment of DoN Heritage Assets initiative are to:

- Identify information systems used to report Heritage assets
- Assess systems to determine compliance with laws, regulations, and accounting standards
- Review internal management controls.

**Initiative
Results** The team contributed to the overall DoD effort to clarify definitions and reporting requirements. In addition, the team performed a DoN-wide inventory of all Heritage Assets in an effort to identify and evaluate systems.

In FY 2001, the team made recommendations regarding the overall process, selected a standard system and transition plan; and ensured internal controls were consistent with hierarchical policy thus ensuring sustainability over the long term.

**Milestones
and Target
Dates**

Following are the milestones and target dates for the DoN Assessment of Heritage Assets initiative:

Milestones	Begin Date	End Date
Refine DoNHAMS HW/SW requirements & submit funding proposal	May 00	Sep 00
Reengineer DoN Museums System Authorization and Resourcing	May 00	Nov 00
Standardize methodology for Archeological Site/Artifact reporting and tracking	May 00	Nov 00
Standardize DoN museum, archive, archeological nomenclature and management processes	May 00	Nov 00
Deploy, Install, and Test DoNHAMS system	Nov 00	Apr 01
Certify DoNHAMS System	Apr 01	Jun 01
DoNHAMS System certified and operational		Jun 01

**Resource
Requirements**

Following are the estimated combined resource requirements for the DoN Assessment of Heritage Assets initiative through FY 2004. The resource requirements are given in millions:

FY 00	FY 01	FY 02	FY 03	FY 04	Cumulative
\$4	\$2.7	\$1.7	0	0	\$4.8

Following are estimated combined resource requirements for the DoN Assessment of Heritage Assets initiative through FY 2004. Staffing requirements are the number of full time equivalents including in-house and contractor staff.

	FY 00	FY 01	FY 02	FY 03	FY 04
Total	6	6	TBA	TBA	TBA
In-house	2	2	TBA	TBA	TBA
Contractor	4	4	TBA	TBA	TBA

U.S. Navy

DoN Assessment of Inventory and Logistics Management Systems

Description	<p>The DoN Assessment of Inventory and Logistics Management Systems initiative will examine the existing inventory management systems of the Navy Working Capital Fund (NWCF) Supply Management business group to define approaches and solutions to meet Federal requirements for financial management systems. The initiative will also consider opportunities for the standardization and consolidation of like functions.</p>
Office of Primary Responsibility and Program Manager	<p>The DoN Assessment of Inventory and Logistics Management Systems office of primary responsibility and responsible manager are:</p> <p>Department of the Navy Organization Management and Infrastructure Team <u>Team Leader/Program Manager</u> Mike Madden, Assistant Deputy Commander for Financial Management/ Comptroller (Naval Supplies Command) CDR Mark Rockwell</p> <p>DSN: 430-4639 Comm: (717) 605-4639 Fax: (717) 605-6422 E-mail: Mark_E_Rockwell@navsup.navy.mil</p>
Goal(s) or Objectives	<p>The goals of the DoN Assessment of Inventory and Logistics Management Systems initiative are to:</p> <ul style="list-style-type: none"> • Consolidating and standardizing systems • Ensuring systems are compliant with accounting standards and policies • Improving data accuracy • Assessing internal management controls • Valuation of inventory assets.
Initiative Results	<p>The Inventory and Logistics team is developing a method to determine inventory valuation. The working group has been expanded to include representatives from the audit community, the General Accounting Office (GAO), the Inspector General, DoD (IG, DoD), the Naval Audit Service, and the Defense Finance and Accounting Service (DFAS).</p>

**Milestones
and Target
Dates**

Following are milestones and target dates for the DoN Assessment of Inventory and Logistics Management Systems initiative:

Milestones	Begin Date	End Date
Define Procedural of Software Changes (CFO Compliance)	Dec 98	Apr 99
Evaluate Physical Counting Procedures	Apr 99	Jan 00
Define Procedural or Software Changes (MIT/SIT)	Jun 99	Jan 00
Implement Procedural or Software Changes (CFO Compliance)	Aug 99	May 00
Implement Procedural or Software Changes (MIT/SIT)	Aug 99	Nov 00
Implement Software Changes to Correct Non-compliant Systems (CFO Inventory Valuation)	Aug 99	Jan 01
Completion		Jan 01

**Resource
Requirements**

Following are the estimated combined resource requirements for the DoN Assessment of Inventory and Logistics Management Systems initiative through FY 2004. The resource requirements are given in millions:

FY 00	FY 01	FY 02	FY 03	FY 04	Cumulative
\$0	\$2.0	\$0	\$0	\$0	\$2.0

Following are estimated combined resource requirements for the DoN Assessment of Inventory and Logistics initiative through FY 2004. Staffing requirements are the number of full time equivalents including in-house and contractor staff.

	FY 00	FY 01	FY 02	FY 03	FY 04
Total	1.5	1.5	1.5	1.5	1.5
In-house	1.5	1.5	1.5	1.5	1.5
Contractor	0	0	0	0	0

U.S. Navy

DoN Assessment of Operating Material and Supplies Management Systems

Description The DoN Assessment of Operating Material and Supplies Management Systems initiative is a breakout from the Assessment of Inventory Management and Systems and is a parallel initiative for a different category of assets.

The DoN Assessment of Operating Material and Supplies Management Systems initiative will examine the existing inventory management systems of the Navy Working Capital Funds (NWCF) (non-supply) business groups and General Funds to define approaches and solutions to meet Federal requirements for financial management systems. The initiative will also consider opportunities for the standardization and consolidation of like functions.

The DoN Assessment of Operating Material and Supplies Management Systems initiative will focus on the following:

- Consolidating and standardizing systems
- Ensuring systems are compliant with standards
- Improving data accuracy
- Valuation of inventory assets
- Assessing internal controls.

**Office of
Primary
Responsibility
and Program
Manager**

The DoN Assessment of Operating Material and Supplies Management Systems office of primary responsibility and responsible manager are:

Department of the Navy Organization Management and Infrastructure Team
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Goal(s) or Objectives

The goals of the DoN Assessment of Operating Material and Supplies Management Systems initiative are as follows:

- Consolidating and standardizing systems
- Ensuring systems are compliant with standards
- Improving data accuracy
- Valuation internal management controls
- Valuation of inventory assets.

Initiative Results

The implementation strategy of this initiative is similar to the Inventory and Logistics Strategy but more complex given that there are multiple systems in use throughout the DoN. The team worked closely with the Office of the Secretary of Defense (OSD) staff to establish standard definitions. In addition, the team began identifying the different categories of Operating Materials and Supplies, established common terminology, and began the process of identifying the number of systems used to track assets.

During FY 2001, the team will evaluate the business process, evaluate systems for compliance with laws and regulations, and examine the feasibility of consolidating the systems used for reporting Operating Material and Supplies.

Milestones and Target Dates

Following are milestones and target dates for the DoN Assessment of Operating Material and Supplies Management Systems initiative:

Milestones	Begin Date	End Date
Based upon definitions developed, cost benefit criteria established, and analysis of purchase vs. consumption methodology, identify feeder systems requiring modification to the consumption method	Oct 99	Aug 99
Develop proposed definitions for OM&S, inventory, end-user, etc. as outlined USD (A&T) memo of 2 Jun 99	Aug 99	Oct 99
Identify OM&S assets (including in transit assets) value of OM&S, valuation method used (e.g., standard price, latest acquisition cost, historical cost), purchasing appropriation and geographical location of assets	Aug 99	Feb 00
Develop and identify types of OM&S items that will be included in the identified categories of OM&S	Aug 99	Feb 00
Identify and verify physical counting schedules and procedures	Aug 99	Feb 00

Milestones	Begin Date	End Date
Support USD (A&T) and (C) in determining whether the consumption versus expense method is cost beneficial for selected instances of OM&S	Oct 99	Aug 00
Define software and procedural changes (including implementation dates)	Apr 00	Mar 01
Implement software and procedural changes	Mar 01	Mar 02
Monitor the implementation of software and procedural changes	Mar 02	Mar 03

Resource Requirements

Following resource requirements are for a five-year period for the DoN Assessment of Operating Material and Supplies Management Systems initiative through FY 2004. The requirement for \$2.8 million for FY 2000 was for system evaluations and contractor support. Funding of \$400 thousand, received as of Jun 00, has been for contractor support. Additional funding is pending for evaluations of Navy systems. The United States Marine Corps allotted and used \$500 thousand in FY 1999 to fund evaluation on two Navy systems and has allotted \$400 thousand in FY 2000. Dollar amounts are listed in millions.

FY 00	FY 01	FY 02	FY 03	FY 04	Cumulative
\$2.8	\$1.4	\$1.9	\$2.4	\$0	\$8.5

Following are estimated combined resource requirements for the DoN Assessment of Inventory and Logistics initiative through FY 2004. Staffing requirements are the number of full time equivalents including in-house and contractor staff.

	FY 00	FY 01	FY 02	FY 03	FY 04
Total	5.5	TBD	TBD	TBD	TBD
In-house	3	TBD	TBD	TBD	TBD
Contractor	2.5	TBD	TBD	TBD	TBD

U.S. Navy DoN Assessment of Personnel Systems

Description	The DoN Assessment of Personnel Systems initiative will examine the current processing of source data automaton from the military active and reserve personnel management systems to determine areas in need of modification for compliance with financial management system requirements.
Office of Primary Responsibility and Program Manager	<p>The DoN Assessment of Personnel Systems office of primary responsibility and responsible manager are:</p> <p>Department of the Navy Organization Management and Infrastructure Team <u>Team Leader/Program Manager</u> Matt Henry, Assistant Deputy Chief of Naval Operations (Manpower & Personnel) Dave Wikenheiser</p> <p>DSN: 882-3280 Comm: (901) 874-3280 Fax: (901) 874-2668 E-mail: P07@persnet.navy.mil</p>
Goal(s) or Objectives	<p>The goals of the DoN Assessment of Personnel Systems initiative are to:</p> <ul style="list-style-type: none"> • Become compliant with regulations • Eliminate duplication of systems • Assess internal controls • Improve data accuracy.
Initiative Results	The objective of this team is to develop a hybrid military manpower management system. There are a number of unique and diverse systems in use today as tools for managing various segments of Navy manpower. These include accessions, promotions, training, operational and career progression. Most of the systems link to each other, but are obsolete with today's technology standards. During FY 1999, the team analyzed these systems and identified the desired elements for a future standard integrated personnel system.

U.S. Navy DoN Assessment of Time and Attendance Source Data Automation System (T&A/SDA)

Description The DoN Assessment of Time and Attendance Source Data Automation System (T&A/SDA) initiative will evaluate time and attendance systems, used throughout the Navy, to determine the practicality of continuing, consolidating, or eliminating each system based upon the number of accounts, system processing capabilities, and business processes.

The DoN Assessment of Time and Attendance Source Data Automation System initiative will focus on the following:

- Consolidating and standardizing systems
- Standardizing and warehousing data
- Improving data accuracy
- Assessing internal controls.

**Office of
Primary
Responsibility
and Program
Manager**

The DoN Assessment of Time and Attendance Source Data Automation System office of primary responsibility and responsible manager are:

Department of the Navy Organization Management and Infrastructure Team
Team Leader/Program Manager
Betty Welch, Deputy Assistant Secretary (CP/EEO)
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**Goal(s) or
Objectives**

The primary focus of the initiative was to define departmental time and attendance reporting requirements, and evaluate and eliminate redundant and non-compliant systems.

There are numerous Time and Attendance systems of varying complexity and origin in use throughout the DoN. Some are fully integrated with major automated information systems, while others (at lower echelon commands) were standalone systems. Information is fed to both the Defense Civilian Pay System (DCPS) and to the accounting system that required development and maintenance of multiple electronic interfaces to meet information requirements of hierarchical organizations.

Initiative Results The initiative identified twenty existing systems that potentially could be used as a standard system and conducted a detailed functional analysis. One system, the Standard Labor Data Collection and Distribution Application (SLDCADA) system was recommended to serve as the DoN's standard time and attendance system. Implementation is underway and should be completely implemented DON-wide by the end of FY 01.

Milestones and Target Dates Following are milestones and target dates for the DoN Assessment of Time and Attendance Source Data Automation Systems initiative:

Milestones	Begin Date	End Date
Initiative Corrective Plan	Jan 00	Jun 00
Phase I Deficiency Correction	Jun 00	
Phase I Implementation	Jun 00	
CFO Certification	Sep 00	
Phase II Requirements	Jan 01	
Phase II Implementation	Sep 01	

Resource Requirements Following are the estimated combined resource requirements for the DoN Assessment of Time and Attendance Source Data Automation System initiative through FY 2004. The resource requirements are given in millions.

FY 00	FY 01	FY 02	FY 03	FY 04	Cumulative
\$21.6	\$17.61	\$16.17	\$12.92	\$12.46	\$80.76

Following are estimated combined resource requirements for the DoN Assessment of Time and Attendance Source Data Automation System initiative through FY 2004. Staffing requirements are the number of full time equivalents including in-house and contractor staff.

	FY 00	FY 01	FY 02	FY 03	FY 04
Total	24	24	4	4	4
In-house	4	4	4	4	4
Contractor	20	20	0	0	0

U.S. Air Force

Depot Maintenance Accounting and Production System (DMAPS)

Description and Objective	<p>The DMAPS is a suite of systems supporting organic depot maintenance for the Air Force. The suite will be implemented at the Ogden Air Logistics Center (OO-ALC), the Warner Robbins ALC (WR-ALC), and the Oklahoma City ALC (OC-ALC) and the Defense Finance and Accounting Service (DFAS) organizations that support the ALCs. One of the main purposes of this initiative is to modify business practices so that the Air Force Materiel Command (AFMC) will be Chief Financial Officer (CFO) compliant in the organic depot maintenance business area.</p> <p>The DMAPS Suite will provide the AFMC the capability to capture actual and planned direct labor and direct material at the task level and report this on a daily basis. Overhead and General and Administrative (G&A) costs will be applied on a planned dollar rate per direct labor hour instead of actual overhead and G&A being calculated and allocated at the end of the month. This will give the Depot Maintenance Activity Group (DMAG) the capability to look at production cost (direct labor, direct material, applied overhead & G&A) at the task level on a daily basis. This will provide a significant improvement in functionality over current capabilities and will achieve CFO compliance for the DMAG.</p> <p>The DFAS Denver Center (DFAS-DE) will gain a transaction driven general ledger for DMAG accounting. A fully automated transaction driven process will increase efficiencies and improve the overall accuracy and timeliness of accounting reports for the DMAG. In addition, the DMAPS will eliminate many manual processes required today to produce the general ledger.</p>
Office of Primary Responsibility and Program Manager	<p>The DMAPS office of primary responsibility and responsible manager are:</p> <p>DMAPS Program Management Office (HQ AFMC/LG-1) <u>Program Manager</u> Steve Hannaford</p> <p>DSN: 674-0556 Comm: (937) 904-0556 E-mail: steve.hannaford@wpafb.af.mil Web-site: http://dmaps2.ingr.com/</p>
System Compliance Status	<p>By reaching full operating capability (FOC) in FY 2002, the DMAPS is expected to achieve compliance as well as improve other aspects of organic depot maintenance management.</p>

Milestones and Target Dates

Compliance will be measured as part of system implementation during System Integration Test (SIT) and Site Acceptance Test (SAT) for Phase 2 of the DMAPS.

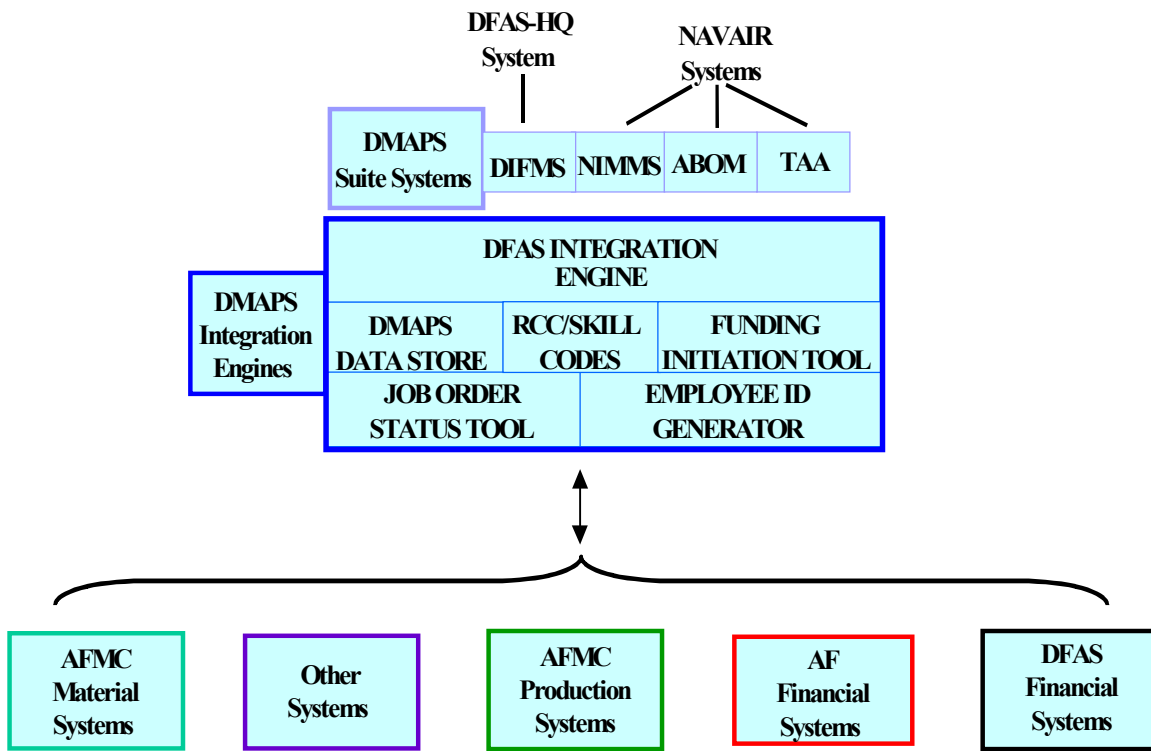
Location	Milestones	Begin Dates	End Dates
OO-ALC	SIT/SAT	Jul 00	Feb 01
WR-ALC	SIT/SAT	Mar 01	Oct 01
OC-ALC	SIT/SAT	Sep 01	Dec 01
Overall	FOC		Jan 02

Resource Requirements

Resources for the finance and accounting aspects of the DMAPS cannot be segregated from the full cost of the DMAPS development, implementation, and so forth for organic depot maintenance production, material and finance. Providing the full cost of this system initiative would overstate the cost necessary to support the finance/accounting aspects.

System Suites

As shown in diagram on the following page, the DMAPS involves a suite of systems with integrated processing for production, material, and finance. The suite provides new functionality and integrates new and existing capabilities. New development includes an integration engine (IE) for both the Air Force and DFAS-DE. The suite also includes the DoD-standard Defense Industrial Financial Management System (DIFMS) and several Navy systems: the Naval Industrial Material Management System (NIMMS), the Automated Bill of Material (ABOM), and the Time and Attendance (TAA). Additionally, 40 Air Force, DFAS, and other feeder systems will be a part of the integrated process.



Depot Maintenance Accounting and Production System Suites

U.S. Air Force Global Combat Support System-Air Force (GCSS-AF) Initiative

**Description
and Objective**

The Global Combat Support System-Air Force (GCSS-AF) program will integrate Air Force combat support information systems to provide timely, accurate and trusted information to the warfighter and supporting elements, with the appropriate level of security needed for the Expeditionary Aerospace Force to execute the Air Force mission throughout the full spectrum of military operations. The GCSS-AF is the process by which combat support Automated Information Systems (AIS) flow information to user and other AISs in both the warfighting and functional communities to help them perform their missions.

The GCSS is an integration and interoperability initiative to better meet the needs of the Warfighter for combat support. The GCSS-AF strategy specifies a system of functional applications, AISs, integrated with a robust foundation of common, shared data and services, with interfaces to other systems as required. Operational functionality will reside in the application programs. Applications will be developed to address specific functional requirements and provide custom cross-functional applications for warfighters. Data will be shared among applications from an enterprise wide database to reduce duplication and errors. The data sharing will also enable robust, cross-functional interoperability.

The GCSS-AF concept has evolved over the years and now includes hundreds of AISs spread across 16 functional area: logistics planning, civil engineering, services, contracting, medical, personnel, supply, maintenance, transportation, munitions, weather, judge advocate, communications, force protection, chaplain and comptroller. The AIS integrated through GCSS-AF provide information to support effective use of DoD and allied forces.

**Office of
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Program Manager

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**Milestones
and Target
Dates**

Following is the milestone and target date for the GCSS-AF initiative:

Milestones	Begin Date	End Date
GCSS-AF Integration Framework Initial Operating Capability (IOC)	FY 97	FY 01

Defense Finance and Accounting Service DFAS Integrated Database/System

**Description
and Objective**

The DFAS Corporate Database (DCD), in conjunction with the DFAS Corporate Warehouse (DCW), will serve as the DFAS's integrated database/system for finance and accounting functions. The DFAS's finance and accounting systems, as well as other DoD financial management systems, will electronically interface with the DCD to record, maintain, summarize, classify, and eventually report financial transactions and related balances.

The DCD will provide a single, shared data environment for financial systems. The system performs functions that share data to:

- Initiate purchase requests
- Award contracts
- Receive purchases
- Calculate entitlements
- Pay bills
- Account for cash expended
- Report results in financial statements
- Record results of all these transactions in the accounting system for financial management purposes

The DCD incorporates the Defense Finance and Accounting Data Model (DFADM) to describe standard data required to support financial process. The DCD includes a repository for standard and non-standard data used to create all new financial applications.

The DCW is a single, logical data store that manages DFAS information for analysis, reporting, and archival. The DCW is a business oriented, integrated, time-variant, non-volatile collection of data that supports management analysis and decision-making. It provides a robust, flexible, timely source of standard reports, reprints, and queries. In addition to the data store, the DCW includes end-user query and reporting tools. The DCW receives periodic snapshots of data from the DCD.

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Defense Finance and Accounting Service FMFIA Improvement Task Force

Description and Objective

In early 1998, the Defense Finance and Accounting Service determined that the existing Federal Managers' Financial Integrity Act, Section 2 program within the DFAS was not accomplishing its stated objectives. Some of the issues included:

- Material internal control weaknesses that had been previously identified and reported were not being corrected in an aggressive manner
- Managers were not being held accountable for the absence of or noncompliance with necessary internal controls
- Risk assessment forms were being "manipulated" to reduce "high" risk ratings, thereby avoiding the need for frequent management control reviews
- Management control reviews were being performed to satisfy a DFAS requirement and not to identify needed improvements to a manager's internal control program

In March 1998, the Defense Finance and Accounting Service formed a task force to identify needed improvements and changes to its Federal Managers' Financial Integrity Act Section 2 program. In June 1998, the task force produced a report containing numerous recommendations addressing the need to modernize the existing internal review program and to incorporate features that would ensure managerial accountability.

These recommendations are currently being implemented into the Section 2 program. In addition, most of the concerns listed above were addressed in the task force's recommendations. Under the DFAS' reorganization, the Resource Management Office will have oversight responsibility for the FMFIA Section 2 Program. Concerns identified that were not addressed by the task force are current initiatives of the Resource Management Office. This streamlined program is set for full implementation in June 2001.

Milestones and Target Dates

Following are the milestones and target dates for the FMFIA Improvement Task Force:

Milestones	Begin Date	End Date
Need established	FY 98	FY 98
Task force formed	Jun 98	FY 98
Improvement recommendations report issued	Jun 98	Jun 98
Implementation of approved recommendations	FY 99	FY 01

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Defense Finance and Accounting Service Operation Mongoose

**Description
and Objective**

The Operation Mongoose initiative was established in 1994 by the DoD Comptroller in order to meet the challenges of rapidly advancing technology and provide a fraud detection and prevention unit for the DoD. The USD(C) and the DoDIG jointly sponsor the initiative with program management provided by the DFAS.

The objective of the initiative is to develop and operate a fraud detection and prevention unit that would minimize fraudulent attacks against the DoD financial assets, search for indicators of fraud sufficient to warrant investigation, and analyze and follow-up on data anomalies. The initiative focuses on:

- Assessing internal controls
- Improving data accuracy
- Fraud detection and prevention
- Reporting to functional area managers for system and data accuracy improvements.

Operation Mongoose will become more integrated with the Internal Review organization. Its primary mission will be as a research arm for other functions in Internal Review. Using data mining and other technologies, the primary thrust of their research efforts will be to develop models, followed by prototypes, of data testing and search techniques that can be used to identify or thwart potential fraud. These techniques and testing tools will be perfected in the Internal Review environment before they are transferred to the functional elements for continuous monitoring and use.

In addition to its past emphasis on data matching, the Operation Mongoose team will assume more responsibilities to track, monitor and learn from individual suspected fraud cases that occur within the DFAS network. The Operation Mongoose expertise in the area of fraud detection and deterrence will add a valuable capability in analyzing these individual cases, assisting in developing strategies to prevent recurrence, and better targeting DFAS internal review efforts.

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Defense Finance and Accounting Service Systems Development Auditing Team

Description and Objective

The Defense Finance and Accounting Service is in the process of building a team of system auditors who will be responsible for monitoring the development and deployment of automated systems to ensure that all the proper internal review controls have been incorporated into automated systems. These auditors will be integral members of the development and deployment teams and will identify potential problems and recommend corrective actions before the systems go operational. The objectives of the initiative are to save resources by preventing costly and timely “fixes” after systems are operational and to reduce the potential for fraud to occur.

Milestones and Target Dates

Following are the milestones and target dates for the Systems Development Auditing Team:

Milestones	Begin Date	End Date
Team formed	FY 00	TBD

Office of Primary Responsibility and Program Manager

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Defense Finance and Accounting Service Systems Integration and Implementation Plan (SIIP)

Description and Objective The DFAS Systems Integration and Implementation Plan (SIIP) is a high-level plan for senior management and program managers that describes how the DFAS proposes to pursue a systems integration strategy to achieve compliant F&A systems within the Defense Information Infrastructure environment.

This environment will include an information infrastructure, known as the DFAS Corporate Information Infrastructure. The DFAS Corporate Information Infrastructure major components are the DFAS Corporate Database, the DFAS Corporate Warehouse, the DFAS Corporate Repository, and the DFAS Corporate Information Infrastructure-compliant Finance and Accounting applications. In summary, the SIIP outlines how all of these components will integrate – along with consolidated, reengineered applications – to share information and form the single, unified, standard, FFMIA-compliant environment.

Office of Primary Responsibility and Program Manager The SIIP office of primary responsibility and responsible manager are:

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Defense Finance and Accounting Service Critical Infrastructure Protection (CIP) Plan

Description and Objective

The increasingly easy access and low cost of weapons of mass destruction along with the increased capabilities, physical consolidation, globalization, and widespread use of evolving cyber technologies have contributed to the urgency and significance of enforcing information assurance and protection to the Nations infrastructure both physical and cyber. Also, the inter-dependency of systems combined with DoD efforts to outsource financial services and the adoption of just-in-time management of resources significantly increases the risks of infrastructure disruption.

The terrorist bombing of the Oklahoma Federal Building and the New York World Trade Center was a powerful impetus to the appointment of the President's Commission on Critical Infrastructure (PCCIP). The PCCIP findings and recommendations resulted in the issuing of Presidential Decision Directive (PDD)-63, dated May 22, 1998, Critical Infrastructure Protection. PDD-63 establishes national policy and an organizational structure for effecting a private-public partnership for assurance of protection of critical assets both cyber and physical.

In response to PPD-63, the DoD CIP Plan was issued November 1998. The DoD CIP Plan provides an approach to implementing a goal and strategy for protection and security of commercial and defense critical infrastructures. The DoD CIP Plan establishes defense-wide sectors and assigns sector leads to provide single points for planning and coordination of sector activities. The DFAS is assigned as the lead for the Financial Services sector in the DoD CIP Plan. The DoD CIP Plan further requires all organizations identified as sector leads to develop a Defense Infrastructure Sector Assurance Plan (DISAP).

The Financial Services DISAP outlines the Financial Services Sector CIP program and provides support for initiatives to protect critical infrastructure assets. It serves as a template to protect assets within the sector through a series of six activity cycles as specified in the DoD CIP Plan.

- Analysis and assessment
- Remediation
- Indications and warning
- Mitigation
- Response
- Reconstitution.

The Financial Services sector CIP approach builds upon the efforts used for the recent Y2K effort and programs that remediate and mitigate risk. This includes the following programs:

- DCII, e.g., Defense Finance and Accounting Data Model (DFADM)
- Systems management, e.g., systems inventory database (SID), configuration management, labor expenditure tracking
- Information assurance program, e.g., data labeling and marking, firewalls, certification and accreditation (DITSCAP), public key infrastructure (PKI), intrusion detection (e.g., infrastructure advisory group-- enterprise local area network (ELAN), and the computer emergency response team (CERT) including the security vulnerability assessment team (VAT))
- Information security
- Personnel security
- Safety program (inspections/safety training)
- Physical security, e.g., physical vulnerability assessment, physical protective barriers/surveillance, security guards/badge entry system
- Anti-terrorism and force protection program
- Consequence management, e.g., contingency/ continuity of operations plans/continuity of government, mobilization, command coordination centers
- Internal control/review program.

Several remediation actions have been implemented or undertaken to protect critical Financial Services Sector including the following:

- 24-hour 7-day a week (24x7) monitoring of intrusion detection system and firewalls through the use of onscreen messages, alarms, alphanumeric pages messages, dual sensors, etc.
- Enhanced password access protection
- CERT and VAT, to detect, effectively respond to, and (if necessary) recover from information security incidents that affect the cyber environment
- Consequence Management System (CMS) to manage, report and track incidents
- Tested contingency plans for all DFAS major/sub-functions and support functions and mission critical systems
- Upgraded physical building security using guards or badge entry systems and perimeter security at DFAS locations considered most vulnerable
- Personnel and information security program for handling classified or sensitive information
- Systems inventory database and standardized configuration management program for systems

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- Incident preparedness including fire prevention activities, evacuation drills, tornado drills, and other contingency exercises
 - Survey of physical security, information assurance, and safety at each DFAS location
 - Implementation of PKI for public key cryptography to secure critical information systems
 - Sector characterization effort to collect and validate information regarding major Financial Service sector functions and systems including users, customers, and dependencies with trading partners.

The DoD Financial Management Steering Committee provides oversight of the Financial Services Sector (FSS) CIP program. A DoD Component FSS Working Group was formed to assist DFAS in developing the Financial Services DISAP. As prescribed in PDD-63, a fully operational capability of the FSS CIP program is required by May 2003.

**Office of
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Defense Human Resources Activity Defense Integrated Military Human Resources System (DIMHRS)

**Description
and Objective**

The Defense Integrated Military Human Resources System (DIMHRS) initiative will be a single, all Service, all component, fully integrated military personnel and pay system, supporting all levels, from field to headquarters. The DIMHRS is functionally managed by the Joint Requirements and Integration Office (JR&IO) of the Under Secretary Of Defense for Personnel And Readiness (OUSD(PR)). The Defense Finance and Accounting Service is overseeing the development of the (financial) pay module described in Section III of Volume II. The JR&IO is leading the Business Process Reengineering, and defining the requirements for the system that will support the new, streamlined processes (personnel drives pay).

The DIMHRS will address major deficiencies in the delivery of military personnel and pay services. The system will be developed by the Navy's Program Executive Office for Information Technology (PEO/IT), which has chartered a Joint Program Management Office in New Orleans that will support the reengineered processes, incorporate standard data definitions and comply with the Defense Information Infrastructure, Technological Common Operating Environment, and the Joint Technical Architecture. The DIMHRS will meet or exceed the functionality of designated legacy military personnel and pay systems currently in operations or planned.

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Milestones and Target Dates

Following are the milestones and target dates for the DIMHRS:

Milestone	Begin Date	End Date
MAISRC Milestone I Approval	Oct 00	Oct 00
MAISRC Milestone II Approval	Oct 01	Oct 01
MAISRC Milestone III Approval	Oct 02	Oct 03
Completion—Full Operating Capability		Sep 07

Resource Requirements

Following are the resource requirements, listed in millions of dollars, for the DIMHRS to be implemented as part of the DHRA's financial management improvement plan:

FY 00	FY 01	FY 02	FY 03	FY 04	Cumulative
\$55.7	\$74.3*	\$68.8	\$53.9	\$55.3	\$308.0

*Note: the \$74.3M in FY 02 includes \$15M that was transferred from FY 06 and FY 07 for design and development at the Navy Information Technology Center, New Orleans.

Following are estimated staffing requirements for the DIMHRS to be implemented as part of the DHRA's financial management improvement plan. Staffing requirements are the number of full-time equivalents including in-house and contractor staff.

	FY 00	FY 01	FY 02	FY 03	FY 04
Total	300	300	300	300	300
In-house	35	35	35	35	35
Contractor	265	265	265	265	265

